Anchor Organizations Program

IMPORTANT NOTICE

Applicants to the Anchor Organizations must use
the MCACA on-line applications form.
Please go to www.michigan.gov/arts for log on information or
directly to
mcaca.egrant.net -- (no www)

Table of Contents

Similar guidelines and applications are available for all other MCACA programs from our website, as well as our general guidelines. If you require additional information, please contact MCACA staff.

Other MCACA Programs:	MCACA
Local Art Agencies and Services	702 W. Kalamazoo
Arts and Learning	P.O. Box 30706
Capital Improvements	Lansing, MI 48909-8241
Arts Projects	(517) 241-4011
Partnerships	TTY (517) 373-1592
Regional Regranting	www.michigan.gov/arts

michigan council for arts and cultural affairs

Getting Started . . .

The State of Michigan Council for Arts and Cultural Affairs (MCACA), an agency of the Michigan Department of History, Arts & Libraries (DHAL), serves to encourage, develop and facilitate an enriched environment of artistic, creative, cultural activity in Michigan.

The 2006-2010 MCACA Strategic Plan establishes short- and long-term goals for the Council's administration, its granting programs and its customer service. MCACA uses these goals to help remain focused on how to further our mission and fulfill our vision. We fully expect that the projects supported through our granting programs will meet one or more of these goals as well. The goals of MCACA are to:

- Support arts and culture as a catalyst for community revitalization and economic development.
- Encourage new, creative and innovative works of art.
- Strengthen arts and culture by:
  - Establishing and facilitating communications networks
  - Increasing visibility and awareness of arts and culture
  - Supporting arts education
  - Recognizing, reflecting and celebrating cultural pluralism and broadening cultural understanding
- Expand and develop funding resources for the Council and its clients

In addition, the Council is firmly committed to and wishes to support projects and programs that:

- Enhance the state's quality of life
- Demonstrate the importance of arts and culture in daily living
- Provide broad public access to arts and cultural activities
- Support those who create, present or produce quality arts and cultural projects
- Facilitate delivery of arts and cultural resources statewide

This booklet contains requisite information and forms to help qualified organizations apply for funding in the Anchor Organizations Program. Applications are due June 1, 2008, for arts and cultural activities that will take place between October 1, 2008, and September 30, 2009.

An application fee of 3% of the requested amount, or $300 (whichever is less) must accompany the application materials.

Anchor Organizations are recognized by the MCACA as major institutions with the capacity, financially and institutionally, to implement multilevel programs. Anchor Organizations are widely recognized within their region, or multiple regions, of Michigan as hubs of significant arts and cultural and economic activity. **In FY 2006, Michigan's Anchor Organizations were responsible for 9,267 employees, 20,298 Michigan artists and leveraged more than $288 million in matching funds.**

3

Many Anchor Organizations have facilities that play an integral role in their ability to provide services, ranging from art production spaces, exhibition and performance halls to zoo enclosures. All must be appropriately staffed and maintained, equipped and financed to succeed. Anchor Organizations possess the requisite organizational and programming capabilities to ensure the success of their programs. Organizations with responsibility for collections exercise a special stewardship to ensure availability of their collections to future generations.

In general, eligible Anchor organizations must:
- Have a five-consecutive-year history of exemplary arts and cultural programming for the general public.
- Have the appropriate amount of unrestricted revenue, verifiable through certified audit. See category descriptions on pages 8-10 for specific requirements.
- Have a demonstrated ability to leverage grant funds and other private support.
- There are three areas for organizations to apply, Category I Anchor Organizations, Category II Anchor Organizations and Category III Anchor Organizations. These Categories are described in detail on pages 8-10.

NOTE: It is important that you read the MCACA publication "General Guidelines" for more detailed information as to grantee requirements, general eligibility information, MCACA contacts and other program information.

Program Eligibility

Applicants must be incorporated in the State of Michigan. They must also ensure that no part of net earnings benefit a private individual. Donations to the organizations must be allowable as a charitable contribution under section 170c of the Internal Revenue Code of 1954 as amended. (Organizations having status under Section 501(c)(3) of the Internal Revenue Code and local Units of Government meet this criteria.)

Any applicant that has unmet obligations on current grant contracts, such as overdue or incomplete reports or other significant problems, is not eligible to apply for future funding. If any applicant fails to meet MCACA requirements on a current contract, their pending application will be removed from the review process. If any applicant fails to meet MCACA requirements on a current grant, following Council approval on a FY 2009 application, the newly approved grant will be rescinded. Auxiliary support organizations (i.e. friends of xyz), may not apply in this grant program. State of Michigan agencies, divisions or departments are not eligible to apply for funding from MCACA.

Waiver Requests

Organizations that seek a waiver of any portion of the program guidelines must do so in writing by May 16th, 2008. Waivers are a highly unusual occurrence and should be fully discussed with MCACA staff. Request for waivers will be reviewed and acted upon by the Council's Executive and Budget Committee. This action may not be completed prior to the application deadline. Applications

submitted pending action by the Executive and Budget Committee on a waiver request will be processed pending action. If the waiver is not approved, application review will be terminated.

Accessibility

MCACA strives to make the arts accessible to all people and this is a priority of its funding programs. Funded organizations agree to make every attempt to ensure that programs are accessible to persons with disabilities. According to state and federal law, every publicly funded organization must place itself in the position of being able to provide accommodations when persons with disabilities make requests for services. Accessibility involves the location, various communication/promotional tools and the content of the program. Thinking about accessibility issues early in the planning process of the project is key to ensuring that persons with disabilities will be able to participate in the program.

Underserved Communities

It is the Council's long-term goal to make quality arts and cultural programs and services available to all 83 counties in the State of Michigan. An underserved community is defined as one in which people lack access to arts programs, services or resources due to geography, economic conditions, cultural background, sociopolitical circumstances, disability, age or other demonstrable factors. The term "community" can refer to a group of people with common heritage or characteristics, whether or not living in the same place.

"Underserved areas" are identified and defined by the Council as the counties of Alcona, Alger, Allegan, Antrim, Arenac , Baraga, Barry, Bay, Benzie, Branch, Cass, Clare, Crawford, Eaton, Gladwin, Gratiot, Hillsdale, Ionia, Iosco, Iron, Kalkaska, Keweenaw, Lake, Lapeer, Livingston, Luce, Mackinaw, Manistee, Mason, Mecosta, Menominee, Missaukee, Montcalm, Montmorency, Monroe, Oceana, Ogemaw, Osceola, Otsego, Presque Isle, Roscommon, Schoolcraft, Shiawassee, Van Buren and Wexford.

Funding

The Council reserves the right to limit the number of grants to any one applicant. The primary focus of funding in the Anchor Organization Program is to support arts and cultural projects.

Funding may be used for:

- Salaries, wages, honoraria artist fees
- Supplies, materials, catalog, posters, packaging, distribution and other marketing expenses
- Internships, artist residencies, commissions
- Arts and Cultural-related industry development
- Administrative fees, professional development or training fees
- Equipment rental
- Space rental
- Production costs
- Technology costs, excluding the purchase of equipment

- Facility maintenance, excluding permanent structural or other permanent capital improve-ments
- Video, film development
- Development costs, excluding events (openings, receptions etc.)
- Costs related to market research or visitor studies
- Costs related to preparation and research of original manuscripts and limited edition publications by nonprofit organizations or individuals holding copyright
- Curriculum development, in-service, or curricular activities
- Recording costs
- Lectures, symposia, panels, public discussions
- Planning, design, documentation, evaluation, promotion
- Exhibits, readings, series, performances, classes, seminars, in-service activities, workshops

Funding may not be used for:
- Costs associated with the start-up of a new organization.*
- Costs incurred prior to the grant starting date.*
- Fundraising events.
- Projects that take place outside the state, foreign travel or out-of-state travel.
- Consultants who are member of an applicant's staff or board.
- Indirect costs (charges made by an organization to cover the management or handling of grant funds).
- Exhibitions or productions by children or students in grades K-12.
- Payments to students.
- Projects that utilize funding from State Council programs as matching funds, or matching funds that are used for more than one Council grant.
- Projects for which more than one Council grant is requested.
- Regranting or subgranting by the applicant or other organizations.
- Purchase awards, cash prizes, scholarships, contributions or donations.*
- Food or beverages for hospitality.
- Entertainment or reception functions.*
- Science projects without a clear cultural focus.
- Historical Projects without a clear cultural focus.
- Payments to endowments*
- Existing deficits, licensing fees, fines contingencies, penalties, interest or litigation costs.*
- Restoration of historic buildings, preservation or restoration of non-arts collections.*
- Publication , records, films of a commercial nature, i.e. works of questionable artistic value produced to realize quick market profit.*
- Creation of textbooks / classroom materials.*
- College or university faculty exhibitions or performances.*
- Internal programs at colleges or universities.*
- Commissioning of their faculty by colleges or universities.*

- Scholarly or academic research, tuition, and activities, which generate academic credit or formal study toward an academic or professional degree.*
- Exhibitions of works which are not originals, i.e. photos panels or facsimiles of original objects.
- Capital improvements, new construction renovation or permanent equipment items.*
- Projects that include displays of human wastes on religious symbols, displays of sex acts, and depictions of flag desecration.*

* Note: These activities may not be included in the project budget.

Anchor Organizations Funding

In the spirit of partnership, any major changes to the Anchor Organizations program are done with input from the State's Anchor Organizations. In 2006, through public meetings and working groups, Anchor Organization representatives recommended to Council that the maximum amount of grant requests should be reduced to reflect amounts that could more realistically be funded. The Council's FY 2007 Programming Framework incorporated that recommendation and strove to determine maximum grant requests through a logical process.

For FY 2009, pending the approval of the State of Michigan's FY 2009 budget, Anchor Organizations will receive the same amount of funding they were awarded through the FY 2008 grant review and award process.

Note: Funds are appropriated to MCACA on an annual basis and there is no guarantee of funding to any organization from year to year.

Program Description

The Michigan Council for Arts and Cultural Affairs Anchor Organization Program affords citizens and visitors to the State of Michigan, arts and cultural experiences of the highest caliber.
MCACA expects Anchor Organizations to:
- Participate as partners with MCACA to further the goals of the Michigan Council for Arts and Cultural Affairs
- Bring acclaim to their region and to the state of Michigan
- Increase the state's competitive position, economically and culturally, through activities that create greater understanding and appreciation of the importance of the arts and culture and foster an awareness of their aesthetic, economic, cultural and social relevance
- Be a catalyst for job creation and retention
- Set standards as well as adhere to the strictest of professionally accepted practices
- Serve broad audiences
- Be accessible to all of Michigan's citizens, programmatically, physically and economically
- Engage communities through their core programs and educational efforts
- Provide leadership to their fields
- Foster collaborations and partnerships between arts organizations, local governments, business and community leaders.

Cultural Heritage/Sciences

MCACA recognizes that some programs implemented by Anchor Organizations are not "arts" based. Therefore, fiscal year 2009 applications may include cultural/heritage components which provide greater access to, and use of, collections as well as contribute to the understanding of Michigan's rich cultural heritage. Applications may also include Cultural/Science components that explore the interrelationship between science literacy and cultural understanding and expression.

Program Cycle

The Anchor Organization Program is a three-year program. FY 2009 is year three of the three-year cycle in the Anchor Organization Program and therefore NOT open to new applications. Participation in the Anchor Organization Program is not guaranteed, nor is there a commitment to fund this program, or participating organizations, at current levels if general fund appropriations do not allow. In any given year, MCACA will not fund more than sixty organizations within the Anchor Organizations Program.

Years 2 and 3 of the Anchor Organizations Program are closed to new applicants.

Year 1: Comprehensive multi-year (3 years) grant application submission, program eligibility determination, peer panel application review, grant award determination.

Year 2: Summary grant application submission, grant award determination, and interim/final grant report submission.

Year 3: Summary grant application submission, grant award determination, and interim/final grant report submission.

PLEASE NOTE: In year two or year three of the application process, applicant organizations may choose to apply to a lower category, (i.e. from Category II to Category I), however they may not apply to a higher category.

The Anchor Organization Program is for arts and cultural producing and/or presenting organizations. This program is not designed for service organizations, such as local arts agencies, councils or for public broadcasting. They are therefore not eligible to apply.

Only organizations funded in the FY 2008 Anchor Organizations Program will be funded in the FY 2009 Anchor Organizations Program. There will be no panel review in years two or three of the three year cycle, however, selected organizations will receive on-site visits from a Council Panel.

In general, the Anchor Organizations Program supports excellence in a wide range of disciplines. Activities may include, but are not limited to, performance series or seasons, exhibitions, tours or the creation of new works. Programs that expand access to arts and culture and promote the use of arts and culture to address community needs are of special interest.

Each organization will be designated as Material or Performing organizations:
Material Organizations: A material organization is one in which physical collections and exhibits are

at the crux of the organizational mission. Organizations such as museums and zoos are examples of material organizations.

Performing Organizations: A performing organization is one in which the performance of artistic work is at the crux of its mission. Organizations such as symphony orchestras or professional theaters are examples of performing organizations.

Category Descriptions
Category I Anchor
Category I organizations have a documented five-year history of providing high quality programs to large and diverse audiences. They also have a documented impact on the regional economy. These organizations provide a variety of programs to the public. Programs supported by MCACA within this category are multifaceted and of regional significance. (A multifaceted program is a series of interrelated activities of high quality combined with a comprehensive educational component and community outreach). Supported activities also contribute to the growth and development of artistic or cultural excellence and have mechanisms in place to ensure community involvement in planning and decision making. They also impact employment, especially within their organizations, their community, and that of Michigan artists, creators and innovators.

Category I organizations must have significant regional impact as exemplified by attracting an audience from a well defined region, implement outreach endeavors and provide services to a wide range of audiences and/or underserved communities. These organizations should also engage communities in an effort to promote the significance of arts and cultural activities in daily life. This category supports mid-level and large arts and culture producing and presenting organizations.

Category I Anchors must have minimum documented unrestricted revenues of $500,000 as certified by an independent auditor.

In Year one, Category I Anchors may request up to $50,000.

Category I Anchor Organizations:
• Function within a defined region
• Are widely recognized, within their region, as a focal point for arts and culture.

Category II Anchor Description
Category II organizations have a documented history of at least five years of quality programming to a large and diverse audience from across more than one definable region. They also have a documented impact on Michigan's economy and contribute to the growth and development of artistic excellence.

Category II organizations provide multifaceted programs that foster the long-term cultural develop-

9

ment of their community. (A multifaceted program is a series of interrelated activities of high quality combined with a comprehensive and significant educational component and community outreach.) They also impact employment, especially within their organizations, their community, and that of Michigan artists, creators and innovators.

Category II organizations must have significant impact as exemplified by attracting an audience from more than one well-defined region, outreach endeavors and services that provide access to a wide range of audiences and/or underserved communities. They must directly address issues of programmatic and physical access and offer opportunities for collaborative efforts to organizations in other regions. These organizations should have mechanisms in place to ensure community involvement in planning and decision making and also engage communities in an effort to promote the significance of arts and cultural activities in daily life. This category supports large arts and culture producing and presenting organizations.

Category II Organizations must have minimum documented unrestricted revenues of $1,500,000 certified by an independent auditor.

In year one, Category II Anchors may request up to $100,000.

Category II Anchor Organizations:
- Function within their defined service area that encompasses more than one region.
- Are widely recognized, across multiple regions, as a significant or prominent center for arts and cultural activity and programming.

Category III Anchor Description
These organizations have a documented history of at least five years of quality programming to a large and diverse audience from across more than one definable region. They serve as leaders in their fields by exhibiting overall excellence. They also have a documented impact on Michigan's economy and contribute to the growth and development of artistic excellence.

Category III organizations provide multifaceted programs that foster the long-term cultural development of their community. (A multifaceted program is a series of interrelated activities of high quality combined with a comprehensive and significant educational component and community outreach.) They directly address issues of programmatic and physical access to a broad audience and underserved communities. They also significantly impact employment, especially within their organizations, their community, and that of Michigan artists, creators and innovators.

Category III organizations are expected to take a leadership role in their field. They are also expected to provide opportunities for other arts and cultural organizations in Michigan to benefit from the expertise of program directors and other key personnel. (Besides the excellence of their programs, examples of leadership would include: mentoring other organizations, leadership roles in profes-

sional organizations, creating and implementing partnership opportunities, etc.) These organizations should have mechanisms in place to ensure community involvement in planning and decision making and also engage communities in an effort to promote the significance of arts and cultural activities in daily life.

Category III organizations must have minimum documented unrestricted revenues of $4,500,000 certified by an independent auditor.

In year one, Category III Anchors may request up to $750,000 or 10% of total unrestricted revenue, whichever is less.

Category III Anchor Organizations:
• 	Have programs that function over multiple regions statewide.
• 	Are widely recognized as pivotal to arts and cultural activity in Michigan.

Matching Funds

Anchor Organization grant recipients are required to make a minimum 1:1 cash match. State funds may not be used as matching funds. Any additional matching funds, over and above the cash match, may include other cash, earned revenue, contributions, and "in-kind" funds which represent a reasonable value of services, materials, and equipment, as allowed under federal Internal Revenue Service code for charitable contributions.

Grantee Requirements

Grantees must confirm project/program implementation plans and, if requested, revise budget based upon the actual grant award.

Grantees must sign a grant agreement detailing terms for the use of Council funds.

Grantees who are local governmental units are subject to the requirements of the government-wide common rule, "Uniform Administrative requirements for Grants & Cooperative Agreements to State and Local Governments." Nonprofit organizations, inclusive of colleges and universities, are subject to the requirements of OMB Circular A-110, "Uniform Administrative Requirements for Grants and Agreements with Institutions of Higher Education, Hospitals, and Other Nonprofit Organizations."

OMB Circular A-133, "Audit of States, Local Governments and Nonprofit Organizations," includes specific guidance for conducting financial and compliance audits. The threshold for requiring an audit is $500,000 in yearly expenditures of Federal awards. This amount is the aggregate of funds from all Federal sources.

Grantees are required to assure the Council that they intend to comply with Title VI of the Civil Rights

Act of 1964; Section 504 of the Rehabilitation Act of 1973; the Americans with Disabilities Act of 1990 (ADA); the Age Discrimination Act of 1975; and title IX of the Education Amendments 1972, where applicable. Title VI prohibits discrimination on the grounds of race, color or national origin; Section 504 prohibits discrimination on the basis of disability; ADA prohibits discrimination on the basis of disability; the Age Discrimination act prohibits discrimination on the basis of age; and Title IX prohibits discrimination on the basis of sex.

Applicants are required to demonstrate compliance by implementing requirements outlined in Michigan Executive Order 79-4 "Equal Opportunity Standards in State and Federal Contracts."

Grantees must assure the Council that professional performers and/or related or supporting personnel employed in projects funded by the Council shall not receive less than the prevailing minimum compensation as determined by the Secretary of Labor. Labor standards set out in Part 505. (29CFR) "Labor Standards on Projects or Productions Assisted by Grants from the National Endowment for the Arts." In addition, grantees must assure the Council that no part of projects funded by the Council will be performed or engaged in under working conditions which are unsanitary or hazardous or dangerous to the health and safety of employees engaged in such projects.

Grantees should use cost accounting principles which comply with requirements as set forth in Federal OMB Circular A-122, "Cost Principles for Nonprofit Organizations," A-87 for Local governments, or A-21 for Educational Institutions.

Consistent with Public Law 101-512, when purchasing equipment and products under a Council grant, grantees are encouraged to purchase American-made equipment and products.

Grantees are required to execute projects and/or productions in accordance with the requirements of National Endowment for the Arts regulations implementing Executive Order 12549, "Debarment and Suspension," certifying that neither it nor its principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any federal department of agency.

Grantees are prohibited from conducting general political lobbying, as defined in relevant statutes, regulations and OMB circular within a Council funded project.

Travel outside the United States, its territories, Mexico and Canada not identified in the grant application must be specifically approved in writing by the Council before travel is undertaken. Such travel, if approved, must comply with applicable state and federal regulations.

According to section 11 of your Grant Agreement, Council support must be credited and included in all publicity, media materials and during each broadcast promotion of the activity. When NEA funds are included in the award, the support credit should read: "This activity is supported by the Michigan Council for Arts and Cultural Affairs and the National Endowment for the Arts." Section 3 of the Grant Agreement

will indicate if NEA funds are included as part of your award.

Materials submitted with applications will not be returned. Some submitted materials may be used by MCACA as promotional tools.

Grantees must submit, in a Council supplied format, a final report. The final report must include a written financial statement, budget itemization, and publicity materials from the activity (i.e. publication materials, photographs and news stories). Selected grantees may also be required to submit an in-terim report.

According to Public Act No. 117 of 2007, Section 405 states that each grant recipient shall provide MCACA with the following:

(a) Proof of the entire amount of the matching funds, services, materials, or equipment by the end of the award period.

(b) Within 30 days following the end of the grant period, a final report that includes the following:

(*i*) Project revenues and expenditures including grant matching fund amounts.

(*ii*) Number of patrons attracted or benefiting during the grant period.

(*iii*) A narrative summary of each project and its outcome, including all of the following:

(A) How the project supported achieving the department's intended goals and outcomes for each program.

(B) How the program met the quantifiable measures of success in meeting the goals and outcomes.

(c) By April 7 of the grant year, each recipient of a grant greater than $100,000.00 shall submit an interim report that includes the items identified in subdivision (b).

Grantees are required to keep on file and make available upon request the following support docu-mentation: A list of dates and amounts of all grant payments recieved; documentation of all expendi-tures made using grant funds and matching funds, including copies of paid invoices, receipts,timesheets, payroll records, and tax withholding reports. Documentation of in-kind donations shouldinclude volunteer work schedules, copies of receipts given to donors for in-kind donations, an expla-nation of how the value of each donation was determined, or other support-ing documentation.

Application Form Instructions

Section 1: Applicant Information

Enter the legal name, other commonly used names, official mailing address, telephone number and office hours of the organization. Use exact spellings. Do not use abbreviations unless part of the official name. Correspondence will be sent to this address, including notification of receipt of your application.

Authorized Official
Enter the name and title of the person who is authorized to sign official papers. This person cannot be the same as the project director.

Board Chairperson
Enter the name, title and address of the individual who bears ultimate authority and responsibility on behalf of the applicant organization.

Federal Identification Number
Enter the applicant organization's nine-digit Federal Identification Number. This number (also known as Federal Employer Identification) is recorded on 990 Tax Returns and on W-2 forms.

Status Code--Describes Legal Status
This indicates the applicant organization's legal status. If it is a nonprofit organization, add the letter that describes it.

Institution Code--This is used to identify the applicant organization.

Discipline Code ---This describes primary area of work for the applicant organization.

Grantee Race   --- Select the statement that best represents 50 percent or more based on code description for the applicant organization. Applicant organizations should code themselves based on the predominant group of which their staff or board or membership (not audience) is composed. Organizations should choose the one code that best represents 50 percent or more of their staff or board or membership.

Section 2 --- Program Area
Choose the MCACA Program that you are applying to for state funding.

Section 3 --- Project Information

Choose the program category

Choose the program component

Project Director (contact person)
This is the person to whom questions concerning this application will be addressed. Include address, email and phone number(s). This person cannot be the same as the authorizing official.

Activity/Project Title:
Enter the working title of the project

Start date/end date
Enter the dates of your project. These dates must be within the grant period of October 1, 2007, through September 30, 2008

Project Primary Discipline Code
Select the discipline that best describes the primary discipline of the project.

NOTE: If project activities are of a technical assistance or service nature, use the discipline which will benefit from the project. For example, accounting workshops for dance company managers should be coded Dance. A training conference for performing arts presenter trustees should be coded Multidisciplinary.

Project Race/Ethnicity
Select the statement that best reflects the <u>project </u>activities: If the majority of the grant activities are intended to involve or act as a clear expression or representation of the cultural traditions of one particular group, or deliver services to a designated population listed, choose that group.

Type of Activity Code
 Choose the activity that is the best general description of what the organization is planning to do.

Project Primary County Code(s)
Enter the county in which the project takes place. The applicant organization's location and the project location may differ. Enter all counties that apply. If you are entering multiple counties, enter them in alphabetical order as directed on the form.

Arts Education Code
An arts education project is defined as: An organized and systematic educational effort with the primary goal of increasing an identified learner's knowledge and/or skills in the arts with measurable outcomes. *Projects not fitting the definition of arts education stated above should be coded 99.*

For those projects fitting the National Standard Arts Education definition, the use of sub-codes A through D, indicating specific learning audiences, are required. If a project serves multiple groups of learners or the general public, main numeric codes are acceptable.

Project Descriptors
Select the descriptor(s) below that comprise a significant portion (50 percent or more) of the grant's resources /activities. Select and enter all that apply.

A   **Accessibility** - grants or services related to ADA/504 compliance or other activities designed to increase access to the arts for persons with disabilities.

I   **International** - programs or activities supporting any of the following: grantees visiting other countries, foreign artists visiting the USA, any cultural exchange program, linkages with artists or institutions in other countries, or establishing/administering international programs in your own agency.

P   **Presenting/Touring** - grants or services resulting in the movement of artists and artworks for performances, readings, screenings, exhibits, etc., in different geographic areas. Use this code to indicate funds awarded for either the hosting/presentation of works originating outside of the grantee community or for the fees paid to artists or arts organizations that will, themselves, be touring in different areas.

T   **Technology** - grants or services using technology for the creation or dissemination of artworks or the use of technology for organizational management purposes.

Y   **Youth at Risk** - grants or services designed primarily to serve at-risk youth. Include arts-related intervention programs (for violence, drug/alcohol abuse and crime) as well as other creative programming specifically involving at-risk youth as primary project participants or beneficiaries.

Section 4 --- Summary Information

The information should represent your projects and estimates for the entire grant period. Awardees will have an opportunity to amend the projections and estimates during the grant contracting process, and will be required to provide actual participant numbers in the final grant report.

Section 4a--Project Participation Summary

Michigan Artists Participating

Enter the number of Michigan artists involved in this project as providers of art, artistic or cultural services.

Amount Paid to Michigan Artists

Enter the amount paid to Michigan artists involved in this project as providers of art or artistic or cultural services.

Artists Participating

Enter the total number of artists involved in this project as providers of art, artistic or cultural services (this total number should include Michigan artists).

Amount Paid to Artists

Enter the total amount to be paid to artists involved in this project as providers of art, artistic or cultural services (this total should include the amount paid to Michigan artists).

Individuals Benefitting

Count direct project participants, service providers and any staff, board members or other partners directly involved with the project. Do not use the total number of individuals served by all programs of the organization receiving the grant award. Figures should encompass only those individuals directly affected by or involved in the funded activity, and should include the totals from the Artists Participating and Youth Benefitting fields. Include actual audience numbers based on paid/free admissions or seats filled. Avoid inflated numbers, and do not double-count repeat attendees.

Youth Benefitting

Enter the total number of children and youth (including students, participants, and audience members) who will directly benefit from the project. This figure should reflect a portion of the total number reported in Individuals Benefitting.

New Hires

Enter the number of individuals who will be hired and employed by the applicant organization, during the grant period, to implement the project. Include full and part-time staff. Do not include contract workers.

Employees

Enter the number of individuals who are employed by the applicant organization, during the grant period, to implement the project. Include full and part-time staff. Do not include contract workers.

Section 4b ----ADA Information

Enter the appropriate response. Unless the question states otherwise, the information you provide on ADA compliance should be project specific.

Section 5: Projected Budget

Complete the budget, paying attention to the instructions on the application form as well as the budget definitions.

NOTE*:* A detailed itemization must be provided **as Attachment #2**. The budget itemization must follow the same format as the sample itemization in this booklet (pages 25-26) and include all sub-totals and totals.

Revenue

Include all earned and unearned revenue for this project. Provide an explanation of revenue sources in the detailed budget itemization.

Note: If the applicant is NOT an arts or cultural organization and the project makes a profit, the surplus (up to the grant amount) must be returned to MCACA .

Expenses

Include all expenses for this project. List cash expenses under cash column. List the dollar value of all donated programming space, goods and/or service hours under in-kind. All expenses must be fully explained in the budget itemization. Generally, Council funds cannot be used for capital ex-penses, therefore, revenue to cover these expense items should be clearly identified and completely explained in the revenue breakdown portion of your budget itemization. **On the Expense page of the budget form, the "MCACA dollars" column is a portion of the cash expenses.**

Section 6--Economic Assessment

Complete this section following the instructions located at the top of the form.

Section 7---**Required Attachments/Documents**

The following attachments must be submitted with your application. In years two and three of the Anchor Organizations program, not all attachments are required.

Attachment #1, Narrative

Attachment #2, Itemization

Attachment #3, Organizational History

Attachment #4, Governing Board --- Optional for Anchors

Attachment #5, Project Director biography--- Optional for Anchors

Attachment #6, Letters of Support--- Optional for Anchors

Attachment #7, Resumes of key decision makers --- Optional for Anchors

Attachment #8, Resumes of key artists --- Optional for Anchors

Attachment #9, Documentation

Attachment #10, Forms for Capital Improvement Applicants only.

Attachment #11, Assurances/ Checklist/Application Fee

Attachment #1 — Proposal Narrative

Do not use point type size smaller than 12 point, be sure to leave a minimum margin of 1" on all sides. Failure to adhere to formatting criteria may result in a loss of points.

Submit narrative pages as needed and label as Attachment #1 - Proposal Narrative.
Number each page in the upper right corner. Be sure to include the name of the organization on each page.

As your narrative, please provide a synopsis and describe the success, to date, of your FY 2008 project. Also provide an outline/timeline for your FY 2009 project.

Attachment #2 — Project Budget Itemization

Each revenue and expense budget figure from Section 5, Projected Budget, must be itemized, including all payments to artists and in-kind. Indicate the source (for revenue amount) and use (for an expense amount) for each figure in the itemization. The itemization of all artists payments should identify artists or groups who will be paid by name, and the fee for each (the fee for a group of artists along with the type and number of artists to be paid may be substituted for the list of the artists' names). The itemization must be accurate and balance with the projected budget in section 5. Indicate if the itemized amounts representing revenue are either projected or confirmed by using a letter "P" or a letter "C." **Please note that in your itemization, MCACA is requiring exact line items showing where MCACA funds will be spent as part of your cash expenses.**

IMPORTANT NOTICE

Numbers of copies required of attachments and documentation

Based on the year to year needs of MCACA, the numbers of required copies of attachment information and documentation change. For FY 2009 applications to the Anchor Organizations Program. MCACA needs:

- 1 copy of each attachment in an envelope labeled "Original"
- 1 copy of documentation: In an envelope labeled "Documentation": The documentation needs to include TWO copies of the organization's audit.

The two required envelopes should be placed into a single package.

18

ATTENTION: For years two and three of the Anchor Organizations Program, Attachments #4 – #8 are all _optional_, unless there have been major changes from your FY 2008 application. Attachment #9 Documentation has some required materials.

Attachment #3 — Organizational History

Attachment #4 — List of Governing Board Members

Attachment #5 — Project Director's Resume or Bio

Attachment #6—Letters of Support
Letters of support should be current, reinforce the worth of project activities and come from the community/constituents served. Provide letters of support from key members of the collaboration/ partnership to indicate the degree of their involvement and their commitment to the project. Letters of support from elected officials do not necessarily indicate general community support. You may submit as many as 10 letters of support, but no fewer than three.

Attachment #7— Resume(s) or Bio(s) of Key Personnel
Provide current resumes of the program's key personnel, including, but not limited to, program directors, managers, participating artists, curators, cultural professionals etc. Include a list of your organization's governing board members.

Attachment #8 — Resume(s) or Bio(s) of Key Artists

Attachment #9 — Documentation
1) Provide concise but representative sample of materials, to acquaint panelists with your organization and its programs (i.e. long-range plan, marketing plan, promotional materials, pamphlets, brochures, annual reports, programs, catalogues, newsletters, etc.).
2) Provide program-specific documentation. (i.e. exhibit blueprints or story-line, interpretive outline, or project implementation plan).

Required Documentation for Anchor Organizations

Defined Service Area
Define your organization's service area. Include such information as geography, municipalities, demographics or other pertinent information identifying your sphere of influence or impact.

Audit
Anchors must submit **TWO copies** of an audit as part of your documentation:
Public Act 117 of 2007, Section 404(b), states: "An applicant for a grant under the Anchor Program shall submit with the application the applicant's most recent annual audit report which states their

"total unrestricted revenues, gains, and other support," as defined by the financial accounting standards board in the accounting standards for not-for-profit organizations or equivalent accounting standards for other types of eligible organizations. **The audit report must cover an audit period that ends within 18 months of the application."**

If your organization is part of a larger organization (such as a university or a municipality) the audit you provide must clearly indicate your organization's total expenses, revenues and satisfy the legislative boilerplate language stated above.

For Universities only................ Schedule of Unrestricted Revenue

MCACA understands that colleges and universities do not always audit their cultural organizations. Therefore, if the applicant organization is part of a college or university that does not audit their organization the university **must** complete the form "Schedule of Unrestricted Revenue". Failure to do so will immediately render the applicant organization **ineligible** as an Anchor Organization. Attach the Schedule of Unrestricted Revenue to the u top of the universities complete audit.

Attachments Checklist / Assurances/ Application Fee

The Attachments/Checklist and Assurances pages and application fee must be submitted with your documentation. The checklist will help ensure the applicant and MCACA that all necessary sections of the grant application have been completed.

Mailing Instructions

Applications are to be submitted on-line by June 1, 2008. Attachments and Documentation that are to be mailed must be postmarked by June 1, 2008, for projects beginning on or after October 1, 2008. **Hand delivered documentation must be received in the MCACA office by 4:00 p.m. on Friday, May 30 2008.**

The Council is not responsible for loss or damage of application materials. The Michigan Council for Arts and Cultural Affairs reserves the right to retain a copy of application materials for archival purposes and its permanent record.

Documentation must be postmarked by the **U.S. Post Office** or **dated by a commercial carrier** on or before the application deadline. Hand-delivered documentation must be dated and documented received by Council staff on or before the deadline. Late or significantly incomplete applications will not be accepted or reviewed. Metered mail will not be accepted as proof of meeting deadlines.

The completed Council forms and required attachments must be collated and placed in its own envelope. Each envelope should be labeled with the organization's name and identified according to the checklist.

The required materials to be mailed are to be submitted in a single package.

20

It is the applicant's responsibility to ensure that required materials are collated and assembled properly.   Check individual program information for any special instructions.

All application materials are public records. Keep a complete copy of your application for your file. Send application package to:

Grant Application
ATTN. Anchor Organizations Program
Michigan Council for Arts and Cultural Affairs
702 West Kalamazoo
P.O. Box 30706
Lansing, MI 48909-8206

Budget Definitions

Activity

Refers to the specific project or range of operations funded by MCACA.

Admissions

Revenue derived from fees earned through sales of services (other than this grant award). Include sales of workshops, etc., to other community organization, government contracts for specific services, performances or residence fees, tuition, etc. Include foreign government support.

Applicant Cash

Funds from the applicant's resources allocated to this project.

Capital Expenditures-Acquisitions

Expenses for additions to a collection, such a works of art, artifacts, plants, animals or historic documents, the purchase of which is specifically identified with the activity.

Capital Expenditures - Other

Expenses for purchases of building or real estate, renovation or improvements involving structural change, payments for roads, driveways, or parking lots, permanent and generally immobile equipment such as grid systems or central air conditioning, etc., that are specifically identified with the activity.

Corporate Support

Cash support derived from contributions given for this activity (other than this grant award) by businesses, corporations and corporate foundations, or a proportionate share of such contributions allocated to this activity.

Employee-Administrative

Payments for employee salaries, wages and benefits specifically identified with the activity, for executive and supervisory administrative staff, program directors, managing directors, business managers, press agents, fund raisers, clerical staff such as secretaries, typists, bookkeepers, and support per-

sonnel such as maintenance and security staff, ushers and other front-of-the house and box office personnel.

Employees-Artistic
Payment for employee salaries, wages and benefits specifically identified with the activity, for artistic directors, conductors, directors, curators, dance masters, composers, choreographers, designers, video artists, film makers, painters, poets, authors, sculptors, graphic artists, actors, dancers, singers, musicians, teachers, instructors, puppeteers, etc.

Employees-Technical/Production
Payments for employee salaries, wages and benefits specifically identified with the activity, for technical management and staff, such as technical directors, wardrobe, lighting and sound crew, stage managers, stage hands, video and film technicians, exhibit preparators and installers, etc.

Federal Support
Cash support derived from grants or appropriations given for this activity (other than this grant award) by agencies of the federal government, or a proportionate share of such grants or appropriation allocated to the activity.

Foundation Support
Cash support derived from grants given for this activity (other than this grant award) by private foundations, or a proportionate share of such grants allocated to this activity.

Government Support
Cash support derived from grants or appropriations given for this activity (other than this grant award) by agencies of the city, county, in-state regional and other local government agencies, or a proportionate share of such grants or appropriation allocated to the activity.

Grant Amount Awarded
Amount awarded in support of this activity.

In-Kind
In-kind items utilize the same definitions as cash categories to reflect the value of fees and services which are provided to the applicant by volunteers or outside parties at no cash cost to the applicant.

Marketing
All costs for marketing, publicity, and/or promotion specifically identified with the activity. Do not include payments to individuals or firms which belong under "personnel" or "outside fees and services." Include costs of newspapers, radio and television advertising, printing and mailing of brochures, flyers, and posters, and food, drink and space rental when directly connected to promotion, publicity or advertising. For fundraising expenses, see "Other Expenses."

Non-employee Artistic Fees and Services
Payments to firms or persons for the services of individuals who are not normally considered employees of the applicant, but consultants or the employees of other organizations, whose services are specifically identified with the activity. Include artistic directors, directors, conductors, curators, dance masters, composers, choreographers, designers, video artists, film makers, painters, poets, authors, sculptors, graphic artists, actors, dancers, singers, musicians, teachers, instructors, etc. serving in non-employee/non-staff capacities.

Non-employee, Other Fees and Services - Payments to firms or persons for non-artistic services of individuals who are not normally considered employees of the applicant, but consultants or the employees of other organizations, whose services are specifically identified with the activity.

Other Expenses
All expenses not entered in other categories and specifically identified with the activity. Include fundraising expenses, scripts and scores, lumber and nails, electricity, telephone and telegraph, storage, postage, interest charges, photographic supplies, publication purchases, sets and props, food consumed on premises, equipment rental, insurance fees, non-structural renovations or improvements, trucking, shipping and hauling expenses not entered under "Travel."

Other Private Support
Cash support derived from cash donations given for this activity or a proportionate share of general donation allocated to this activity. Do not include corporate, foundation or government contributions and grants. Include gross proceeds from fundraising events.

Other Unearned
Revenue derived from sources other than those listed above. Include catalog, sales, advertising space in programs, gift shop income, concessions, parking, investment income, etc.

Space Rental
Payments specifically identified with the activity for rental of office, rehearsal, theater, hall, gallery and other such spaces.

State Support Not From Council
Cash support derived from grants or appropriations given for this activity (other than this grant award) by agencies of state government, or a proportionate share of such grants of appropriations allocated to the activity. *Some examples of other state funding include: Department of Education, MSHDA, DNR, MDOT etc. NOTE: MCACA Minigrants and Touring grants cannot be included in this activity.*

Travel
All costs directly related to travel of an individual or individuals and specifically identifies with the activity. Include fares, hotel and other lodging expenses, food, taxis, gratuities, per diem payments, toll charges, mileage, allowances on personal vehicles, car rental costs, etc. For trucking, shipping, or hauling expenses, see "Other Expenses."

Test Yourself

Take a look at the following questions. If any of your answers are "No," you may want to revisit your application.

1. Did you use an inclusive process to develop your project?

2. Does your application Narrative clearly respond to the program guidelines?

3. Is the proposed project compatible with the mission and goals of your organization?

4. Does your community and others outside your organization support the project?

5. Have the grant program matching requirements been met?

6. Have you clearly explained what you plan to accomplish through your project?
   Why? How? When?

7. Are the project activities accessible to the general public? Persons with disabilities?

8. Is the facility where the project activities will take place accessible to persons with disabilities?

9. Are your project budget projections realistic? Are personnel wages, supply and equipment costs, rental fees, marketing and promotional expenses etc. appropriate?

10. Generally, MCACA final grant awards are less than the amount requested. Have you considered how partial funding may impact the implementation of your project?

11. Is your cash flow sufficient to ensure that your project can begin while you wait for your Council funding to arrive?

Sample Itemization
MCACA requires that you submit a full itemization of each figure in your budget. That itemization is to be submitted as ATTACHMENT #2. The following is a sample of such an itemization. Indicate if amounts listed on line 1 through 14 are pending or confirmed by placing a "p" or "c" next to the dollar amount.

ATTACHMENT #2, Page 1
"Your" Arts Organization Inc.

REVENUE (p = projected) (c = confirmed)		SUB TOTALS	TOTALS
Line 1 Admissions			
Ticket sales			
4 performances x 750 x $5 per ticket	$15,000 p	**$15,000**	
Line 2 Contracted services			
7 school workshops - 7 x $150 ea	$1,050 c		
2 school performances - 2 x $350 ea	$700 c		
	$1,750 c	**$1,750**	
Line 3 Other / Memberships			
400 x $15 per membership	$6,000		
80 x $25 per membership	$2,000		
	$8,000 c	**$8,000**	
Line 5 Corporate Support			
The Alexander Corporation	$2,000 p		
15 businesses @ $250	$3,750 p		
4 businesses @ $1,000	$4,000 p		
	$9,750 p	**$9,750**	
Line 7 Other Private Support			
Millionaire Raffle	$7,000 p		
Charities of Our Town	$3,000 p		
	$10,000 p	**$10,000**	
Line 16 Council request	$11,000	**$11,000**	
Line 17 Total Cash Revenue	$55,500	**$55,000**	***$55,500**

(*Note: This amount should equal the amount on line 32 of the budget form.)

EXPENSES - IN-KIND			
Line 21 Administrative Employees:			
Executive Director - 5% of salary	$1,250	**$1,250**	
Line 25 Other fees/services (non-employee)			
7 school teachers - 7% of salary			
7 x $2,450 =	$17,150	**$17,150**	
Line 26 Space Rental			
Allante Elementary Auditorium			
2 performances - 2 x $800 =	$1,600	**$1,600**	
Line 33 Total In-Kind Expenses	$20,000	**$20,000**	***$20,000**

(*Note: This amount should equal the amount on line 18 of the budget form.)

EXPENSES - CASH	MCACA	Cash Expenses	TOTALS
Line 21 Administrative Employees			
Executive Director - 20% of salary	$1,500	$5,000	**$ 5,000**
Line 22 Artistic Employees			
Grover Dance Company (5 dancers)			
4 performances -4 x $5,550	$,5000	$22,200	
2 performances -2 x $1,300	$1,300	$2,600	
		$24,800	**$24,800**
Line 24 Artistic Fees / Services			
Robert Perry (dancer)			
2 three-hour workshops - 2 x $200	$400	$400	
John Dubin (dancer)			
1 lecture/demonstration - 1 x $200	$200	$200	
Darla Heller (dancer)			
2 in-service 2 x $200	$400	$400	
Carrey Cooper String Quartet (4 musicians)			
2 performances - 2 x $800	$500	$1,600	
The Mozart Symphony			
4 performances - 4 x $2,500	$1,700	$10,000	
		$12,600	**$12,600**
Line 26 Space rental			
Hicks theater			
4 performance - 4 x $1,050		$4,200	**$ 4,200**
Line 28 Marketing			
Newspaper Ads			
4 x $180		$720	
5 x $200		$1,000	
2 x $780		$1,560	
Posters			
50 x $13		$ 650	
		$3,930	**$3,930**
Line 29 Other Expenses			
Ticket Agent		$500	
School materials			
Dance Dream booklets - 245 x $3		$735	
Teacher guide booklets - 7 x $5		$35	
Royalties		$2,450	
Millionaire raffle		$1,000	
Corporate fundraising solicitation		$250	
		$4,970	**$4,970**
Line 32 Total Cash Expenses		**$55,500**	***$55,500**

(*Note: This number should equal the amount reported on line 17 of the budget form.)

*NOTE: The numbers used in the Itemization samples are presented solely as examples of budget itemization format. These numbers are not to be used as recommendations of the Council of proper pay scales/expenses etc.